



PRELIMINARY RESEARCH FINDINGS & RECOMMENDATIONS

By: The Glenn Group, February 5, 2013

4-Step Process



- Gathered key perspectives, opinions and priorities
 - Internal Stakeholders
 - Employees
 - Citizens
 - Best Practices of Municipalities

Summary of Results: Internal Stakeholders



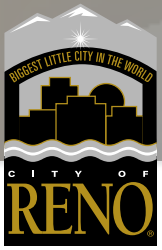
- The community knows and understands the day-to-day services and occasional “big issue”. They don’t have a deeper understanding of what we do because of a lack of knowledge, awareness and participation.

Summary of Results: Employees



- Community knows we work hard at the day-to-day services, but is skeptical about city government leadership and it's motivation.
- Internally, they lack understanding City's vision and direction unless they work directly with leadership.

Summary of Results: Citizens



- The City of Reno Government is:
 - City is courteous, responsive and trying hard given the circumstances.
 - Lacking in a grand vision.
 - Reactive according to special interest pressure.
 - Is unproductive and fiscally irresponsible.

Possible Reasons



- Key Reasons for the opinions expressed:
 - Lack of Knowledge
 - Shared Responsibility/Lack of Participation

Challenges & Opportunities - Knowledge



- Opportunities for citizens to participate are limited.
- Citizens mostly gather their knowledge from second hand sources (media) and not from primary source (City of Reno itself).
- City leadership not always perceived as qualified or knowledgeable about the complexity of issues they face.

Challenges & Opportunities - Participation and Responsibility:



- Citizens believe they have a responsibility to participate, but believe current process of voicing opinions is a “waste of time”.
- Believe leadership is special interest and personal relationship driven.
- No real big picture community vision to engage with.

Best Practices and Benchmarks:



Criteria for cities with best practices:

- Mountain West
- Tourism Destinations
- Outdoors/Health Conscious
- University Towns

Best Practices and Benchmarks:



- Albuquerque, NM
- Aurora, CO
- Austin, TX
- Boise, ID
- Boulder, CO
- Davis, CA
- Dayton, OH
- Eugene, OR
- Flagstaff, AZ
- Fort Collins, CO
- Pasadena, CA
- Portland, OR
- Santa Fe, NM
- Tucson, AZ

Findings:



- Most cities look, talk and act like a little more than a provider of public services.
- No real sense of vision and value beyond.
- Virtually all cities use a similar set of tools and tactics to communicate to their constituents, rather than create a dialogue and engagement with citizens.
- Only 5 of 14 publicly identified both a Mission and a Vision: Austin, Dayton, Flagstaff, Fort Collins, Pasadena of those only 2 provided a vision.

Best Practices Recommendations & Steps:



- Provide leadership to activate strong, inspiring community vision.
- The purpose(s) of City of Reno needs to be clearly stated.
- Execute a verbal identity to help communicate the vision.
- Practice effective two-way communication that creates a dialogue and engagement.